

MEMORANDUM FOR: LAJ: as  
requested. We have  
talked (this am) of do-  
ing some of the suggested  
items if JRS is doing  
others

Jack

3/19  
(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)

MEMO FOR THE RECORD

FROM: GEP

SUBJECT: Substitute for Planning Guidance

I doubt that the DCI needs to begin a concentrated effort on developing ~~a set of~~ planning guidance within the next few months. The 1975-80 period is far off; while I do think he must be concerned about it no guidance will have much effect until he has established a presence. Even then I do not think government has a record of paying attention to such documents. Furthermore, the DCI faces more real, near-term problems (including getting his staff to work together with some common purpose), and he could make better use of his limited manpower.

As a temporary move to deal with the need for long-term guidance he could take several steps:

1. Instruct the controller to alert him to new or active projects which have a major cost impact in the <sup>1975-80</sup> period and over which he can reasonably be expected to be able to exert influence.
2. Leave the original document on the community as a preliminary piece to alert managers to major trends as seen at first glance. Request replies within his management forums and from other agencies. Plan to issue a document in early 1974.
3. Issue a general statement of his view of community strategy.

4. Provide to his staff a set of reasonable objectives to be attained in conformance with executing the strategy outlined in (3) above.

A statement of community strategy is not meant in my thinking to be a bland statement of policy, but something from which actual action can flow. His overall statement of policy (or strategy) should include:

- The overall task facing the community.
- An appreciation for major constraints.
- How to organize and fund the job.

For example:

"The task of the Intelligence Community is to reduce the uncertainty of decisionmakers about events by providing raw information and analysis of ~~subject matter~~ relevant to their needs within <sup>the</sup> constraints of resources available. The diversity of consumers dictates decentralized analysis and dissemination of material, the establishment of systems to determine the gaps in consumer knowledge which intelligence can fill, and the preparation of a variety of products with different focuses on data, timeliness and analysis. The uncertainty associated with analysis, requires competitive analysis to surface logical differences and rigorous techniques to conduct analysis and communicate its results. Budget pressures necessitate increased emphasis on management of both material and human resources and the careful selection of additional projects and expenditures to insure a real contribution to consumer needs."

The DCI could then establish four or five broad tasks to be accomplished principally by himself and his staff in the next six months or year. These tasks could serve as a focus for his staff, a signal to the community, and a set of goals by which he can report progress to the President. Examples of these for the next six months could be:

- Identify the needs of principal decisionmakers and modify or develop products appropriately.
- Establish fiscal guidance for the overall size of the intelligence budget and allocate portions to respective agencies.
- Institute basic changes in personnel policies.
- Reorganize and redirect the effort of one major CIA/DCI component (e.g., ONE, OCI, OER, OTR).
- Require <sup>certain agency elements</sup> ~~each~~ component to produce a certain number of cost reduction moves.

These objectives could be tied into a long-term plan -- in essence the DCI's individual long-range plan for reorganizing intelligence -- which could be laid out in a review of steps that JRS plans to take. Also, although I do not want this idea to take on too much the flavor of management by objection <sup>ness</sup> (MBO), some goals (such as the cost reduction one) could be set within the context of a meeting of managers like the Deputy Directors, where they <sup>could</sup> set funding or other goals for their departments.